

# Strategic Plan

Eastern Healthcare Preparedness Coalition  
Fiscal Year 2022 - 2028



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## Executive Summary

The Eastern Healthcare Preparedness Coalition is a network of health care organizations, providers, and regional partners that are committed to strengthening the resiliency of the healthcare community in eastern North Carolina. The purpose of the Coalition is to develop a coordinated and effective response to all hazards through the following:

- Creating a foundation for health care and medical readiness.
- Improving health care and medical response coordination.
- Improving continuity of health care service delivery.
- Improving medical surge capabilities.

Membership in the Coalition is open to eastern North Carolina health care providers and partner organizations who agree to work collaboratively and coordinate prevention, mitigation, preparedness, emergency response, and recovery activities. The Coalition's work to develop emergency preparedness and response systems and resources will be of benefit to the entire community, not just Coalition members.

## Purpose of Strategic Plan

The purpose of this strategic plan is to guide the work of the Eastern Healthcare Preparedness Coalition from the fiscal years 2022 - 2028. It is intended to be a dynamic document which will continue to evolve as necessary to ensure the Coalition is effective and able to sustain its efforts.

## Development and Implementation of the EHPC Strategic Plan

The EHPC Strategic Plan is guided by the priorities of the coalition members and approved by the coalition executive committee. All EHPC partners were leveraged in the initial development of this strategic plan and each partner continues to play a critical role in supporting and developing the plan. All elements of this strategic plan align with and support the capabilities as listed by the Assistant Secretary of Preparedness and Response (ASPR). EHPC collaborates across all operating coalition partners to integrate preparedness into the daily routine of the healthcare community.

## Goals and Activities

### **Capability 1:** Foundation for Health Care and Medical Readiness

**Goal:** The community's health care organizations have strong relationships, identify hazards and risks, and prioritize and address gaps through planning, training, exercising, and managing resources.

Objective 1: Identify risks and needs

- Activity 1.1 – Complete and review the EHPC Hazard Vulnerability Analysis annually

Objective 2: Develop a health care coalition preparedness plan

- Activity 2.1 – Update existing regional preparedness plan
- Activity 2.2 – Incorporate annexes, crisis standards of care, and continuity of operations plan to existing regional preparedness plan

Objective 3: Train and prepare the health care and medical workforce

- Activity 3.1 – Annual North Carolina Disaster Symposium
- Activity 3.2 – Attend and support stakeholder travel to annual conferences
- Activity 3.3 – Support quarterly coalition meetings
- Activity 3.4 – SMAT initial training courses
- Activity 3.5 – Coordinate third party education (e.g., TEEEX, All Clear courses)
- Activity 3.6 – SMAT II operational support
- Activity 3.7 – Coordinate equipment and supplies
- Activity 3.8 – Regional exercise development
- Activity 3.9 – Offer training focused towards at risk individuals (e.g., Licensed Care Facilities, Dialysis centers)

### **Capability 2:** Health Care and Medical Response Coordination

**Goal:** Health care organizations, the HCC, their jurisdiction(s), and the state's/jurisdiction's Emergency Support Function-8 (ESF-8) lead agency plan and collaborate to share and analyze information, manage and share resources, and coordinate strategies to deliver medical care to all populations during emergencies and planned events.

Objective 1: Develop and coordinate health care organization and HCC response plans

- Activity 1.1 – Utilize subject matter experts to prepare, test, and implement regional surge response plans (pediatric, HID, burn, radiological, chemical)

Objective 2: Utilize information sharing procedures and platforms

- Activity 2.1 – Maintaining email distribution lists
- Activity 2.2 – WebEOC and ReadyOp use and training
- Activity 2.3 – Continued update of EHPC website

Objective 3: Coordinate response strategy, resources, and communications

- Activity 3.1 – Monthly communications testing
- Activity 3.2 – AST request and response managed via EHPC app and ReadyOp
- Activity 3.3 – Continued update of EHPC website

### **Capability 3:** Continuity of Health Care Service Delivery

Goal: Health care organizations, with support from the HCC and the ESF-8 lead agency, provide uninterrupted, optimal medical care to all populations in the face of damaged or disabled health care infrastructure. Health care workers are well-trained, well-educated, and well-equipped to care for patients during emergencies. Simultaneous response and recovery operations result in a return to normal or, ideally, improved operations.

Objective 1: Identify essential functions for health care delivery

- Activity 1.1 – Continuity of Operations Plan

Objective 2: Plan for continuity of operations

- Activity 2.1 – Update COOP as necessary

Objective 3: Coordinate health care delivery system recovery

- Activity 3.1 – Develop plan for health care delivery system recovery

### **Capability 4:** Medical Surge

Goal: Health care organizations deliver timely and efficient care to their patients even when the demand for health care services exceeds available supply. The HCC, in collaboration with the ESF-8 lead agency, coordinates information and available resources for its members to maintain conventional surge response. When an emergency overwhelms the HCC's collective resources, the HCC supports the health care delivery system's transition to contingency and crisis surge response.

### Objective 1: Plan for a medical surge

- Activity 1.1 – Utilize subject matter experts to prepare, test, and implement regional surge response plans (pediatric, HID, bur, radiological, chemical)
- Activity 1.2 – Supply chain assessment
- Activity 1.3 – Chempack plan and workshop

### Objective 2: Respond to a medical surge

- Activity 2.1 – Response to preplanned events (e.g., airshows) to reduce surge to local facilities
- Activity 2.2 – SMAT III operational support
- Activity 2.3 – SMAT II operational readiness and sustainment

## Outcomes

Outcome 1: Increased and strengthened relationships between regional healthcare agencies and regional response agencies in eastern North Carolina.

Outcome 2: Hazard and risk identification that is able to be used for regional planning purposes.

Outcome 3: Regional collaboration and information analysis during planning, preparedness, and response to an emergency or a planned event.

Outcome 4: Regional coordination of resources and strategies which deliver medical care to all populations during emergencies and planned events.

Outcome 5: Emergency Response and Health Care workers are well trained, well-educated, and well-equipped to care for patients during emergencies.

Outcome 6: Simultaneous response and recovery operations result in a return to normal or, ideally, improved operations following an emergency.

Outcome 7: Deliver timely and efficient care to patients even when the demand for healthcare services exceeds available supply during an emergency.

Outcome 8: Information and resource coordination throughout the region to maintain conventional surge response during an emergency.

Outcome 9: Support of the health care delivery system's transition to contingency and crisis surge response during an emergency.

Outcome 10: Increased engagement and participation in the coalition by Licensed Care facilities and dialysis centers.

## Appendix A: Acronym List

ASPR	Assistant Secretary of Preparedness and Response
AST	Ambulance Strike Team
COOP	Continuity of Operations Planning
EHPC	Eastern Healthcare Preparedness Coalition
SMAT	State Medical Assistance Team